

ROUTING AND RECORD SHEET**SUBJECT:** (Optional)

Consultants' Report on Agency Psychological Activities

FROM:Leslie C. Dirks
DDS&T**EXTENSION****NO.**

DDS&T-4943-81

DATE

30 October 1981

TO: (Officer designation, room number, and building)**DATE****RECEIVED****FORWARDED****OFFICER'S
INITIALS****COMMENTS** (Number each comment to show from whom to whom. Draw a line across column after each comment.)1. Deputy Director for
Administration

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DDS&T-4943-81

30 OCT 1981

MEMORANDUM FOR: Deputy Director for Administration

FROM: Leslie C. Dirks
Deputy Director for Science and Technology

SUBJECT: Consultants' Report on Agency Psychological Activities

REFERENCE: DD/A Memorandum 81-1667/1 dated 23 October 1981,
Same subject

1. You have asked for my comments on the report submitted by Drs. Chapman and Bayton entitled, "Psychologists in the Central Intelligence Agency." While I will address the individual conclusions and recommendations, I have the following general observations on the report.

2. Overall, I was quite pleased that Drs. Chapman and Bayton's main conclusion confirmed the management approach that the diversity and specificity on the mission and functions of each organization is best served on a decentralized basis. It was also gratifying to know that no significant duplication in effort was found, indicating that we have been successful in defining the scope of effort in each component. I should note in connection with recommendation 5 on reduced interchange because of organizational lines separating psychologists that this is somewhat a corollary to a decentralized organizational approach.

3. Concerning the five conclusions and recommendations, we have the following comments which are keyed to the individual paragraph.

a. Recommendation One - We agree with the consultants that consolidation of psychologists within the Agency would serve no useful purpose and could disrupt the effective conduct of present functions.

b. Recommendation Two - We agree that determining whether psychologists in the various units are distributing their efforts properly is a normal function of Agency management.

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Activities

c. Recommendation Three - As the consultants suggest, evaluating results is an elusive task in this essentially non-tangible field of support. While the report itself seems to be a bit hazy on how to attack this problem, the consultants' covering memorandum clearly suggests that evaluation by the user or client is likely to be less biased. We concur with that approach, and in fact it has been used periodically in the past.

d. Recommendation Four - While we do not disagree that research within the psychological unit to determine those activities most related to success could be a useful tool, this may be difficult to accomplish in a practical sense, for it would require additional manpower.

e. Recommendation Five - As noted above, the success of a decentralized approach, in addition to a heavy work load and compartmentation, tends to discourage interchange among units housing Agency psychologists. I encourage further discussion, with other Directorates concerned, on how we can all work both to lower barriers and to further the exchange of ideas.



Leslie ~~E.~~ Dirks

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